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nations and sow the seeds of future strife" seems to be unfounded. It is exactly this narrow selfish nationalism which has been most potent in the political campaign that has been waged with such bitterness during the past two years. This suggests the chief weakness of Dr. Culbertson's proposal; it requires a greater vision than men appear yet to possess.

N. R. WHITNEY

UNIVERSITY OF CINCINNATI

Personnel Administration. By ORDWAY TEAD AND HENRY C. METCALF. McGraw-Hill Book Co. Pp. 520. \$5.00.

The phrase "personnel administration" does not excite the romantic interest today that its equivalent of "employment management" awakened a few years ago. Then the dawning consciousness that there was such a thing as "labor turnover" and that employment matters could be concentrated in a functionalized department, so stimulated the public imagination that a flood of literature was let loose which soon bade fair to deluge the librarians.

While the words have been multiplying however, events have been marching on. It was chiefly the technique of employing workmen that interested the innovators in 1916. Since then we have seen great improvements in technique but it is the fundamental relationship between employers and workmen that interests us now. The onward surge of the labor movement demands action of one sort or another upon far-reaching policies of collective bargaining, work, and pay, and control over industry itself. That the business executives of the country have failed to realize the situation is patent, but their advisers upon the human problem have, as a group, almost equally failed to think the problem through.

It is especially timely therefore that Messrs. Tead and Metcalf should produce this work, which is an honest and intelligent effort to induce employers to face the industrial problem intelligently and with a liberal spirit. There is a full and satisfactory discussion of the more technical branches of personnel work, such as employment method, health and safety, education, research, and rewards. Although the reviewer finds himself disagreeing with many of the specific methods advanced, in particular with the authors' tendency toward a multiplication of "red tape," he does not know of any other book on the subject which is, on the whole, as sure-footed.

The real core of the book, however, is not a survey of detailed policies but a plea for the common determination by employer and employees of the conditions of work and of production. Nor are the authors deceived into believing that these questions can be settled by the improvisation of a shop committee. They point out that the more basic problems cannot be solved by a shop organization alone but need to be determined for each industry as a whole. They argue, therefore, for industrial bodies representing both labor and employers and modeled upon the Whitley Councils. They point out, moreover, that in both shop and industry it is better to have the workers represented by their already existing unions than to attempt to set up independent organizations. Without blinking the many difficulties which arise in dealing with organized labor, they argue cogently that in the long run such a policy is economically advantageous.

Although not as incisively phrased or as brilliant as Sidney Webb's *Works Manager Today*, or Common's *Industrial Good Will*, this is nevertheless a good book in a field where good books are unfortunately rare.

PAUL H. DOUGLAS

UNIVERSITY OF CHICAGO

Labor and the Employer, By SAMUEL GOMPERS. New York: E. P. Dutton and Company. Pp. vi+320.

Labor and the Employer consists of a compilation of speeches, reports, writings, and testimony either of Mr. Gompers or those who have been associated with him and which he has adopted as coinciding with his views. Like any book of assembled quotations taken largely from one source and extending over a period of years, there is some waste due to overlapping and to the rephrasing but nevertheless repetition of ideas. The inconsistency which might be expected under such circumstances, however, does not appear, except for minor conflicts in logic, such as may be found in advocating the shorter workday first on the basis of the need of the worker for more recreation; secondly, because it would not decrease but rather increase production; and thirdly, if necessary to reduce the unemployment and the glut of labor on the market. And it is safe to say that Mr. Gompers' ideas always will be.

Mr. Gompers is a trade unionist with each letter of the phrase spelled in capitals. He witnessed the decay of the Knights of Labor. According to his observations, centralization of power in the hands of the